Winnipeg

Report on Performance 2001

Presented by: Gail Stephens, Chief Administrative Officer, City of Winnipeg

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Message from Gail Stephens Chief Administrative Officer

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In 2001, 88% of Winnipeggers believe that the quality of life in Winnipeg is very good, or good.

Dear Members of City Council:

The United Nations designated 2001 the International Year of the Volunteer; I am sure that no Canadian city better exemplified the spirit of the year than Winnipeg. We have always been a leader when it comes to volunteerism, community involvement, and helping our neighbours. With almost 40% of Winnipeggers devoting their time and talent to a volunteer cause, few cities anywhere can match our record.

As city staff, we are proud to be part of a community that cares. Our work throughout the year reflected the energy and commitment of City Council and the citizens we serve. We joined in and did our part, as citizens and volunteers, to make Winnipeg a better place to live. There were many special moments in 2001 – everything from Fire/Paramedic crews building homes for Habitat for Humanity, to City staff volunteering their time for the "May I Help" city cleanup last spring.

Every day, we bring the same passion and dedication to our work as public servants. We are lucky to be serving the City during a time of unprecedented change and renewal. As a Council, you presented us with a clear challenge to achieve a more affordable civic administration that makes no compromises when it comes to excellent service. You asked us to help you make Winnipeg competitive again, while we continue to build a quality of life that is second to none. We are meeting that challenge.

Once again, our citizens have confirmed that our efforts are making a difference. In 2001, 88% of Winnipeggers told us that the quality of life in our city is good, or very good. 80% said Winnipeg is a safe city in which to live, up from only 62% in 1998. And, overall satisfaction with civic services remains extremely high; 90% of our citizens are satisfied or very satisfied with the service the City provides. We are proud of the vote of confidence Winnipeggers have given us, and we are determined to continue working hard to retain that confidence. It is encouraging, too, that citizens see our service as comparable to what they receive from private businesses, and superior to the service provided by the federal and provincial governments. The way in which the service is delivered is just as important, and once again our staff received high marks for courtesy – a full 90% approval rating. Top-quality customer care is now an integral part of our training and everyday operations, and citizens' perceptions reflect that fact.

We continue doing more with less – much more. We collect significantly less revenue per capita than either Edmonton or Calgary. A study shows that in 2002, we will receive $1,197 per person, as opposed to $1,414 for Edmonton, and $1,339 for Calgary, two supposedly low cost cities. But each year, we are becoming more and more cost-effective. In 1999, Calgary spent 4% more than Winnipeg per capita, while Edmonton spent 10% more. In 2002, Calgary will spend 12% more, and Edmonton will outspend us by 18% per person. If you exclude payments on the debt, the difference is even more dramatic. When these charges are factored out, Calgary's 2002 per capita spending will exceed Winnipeg's by 24%, while Edmonton's spending will outstrip Winnipeg's by a full 33%.

Message from Gail Stephens Chief Administrative Officer

Our increasing efficiency is clear when you look at the core services we provide. Once again this year, we've done an analysis of our spending in support of 10 principal services: police; fire fighting; ambulance; libraries; community services/parks and recreation; planning, development and real estate; transit; roads; solid waste and land drainage. Here again we have widened the gap between our spending and that of our neighbouring cities. In 1999, Calgary spent 12% more per capita on those 10 services than Winnipeg did, while Edmonton spent an additional 19%. In 2002, Calgary will spend 16% more per person, while Edmonton's city government will spend 32% more on those basic services. Winnipeg now has one of the most efficient, cost-effective civic administrations in the nation.

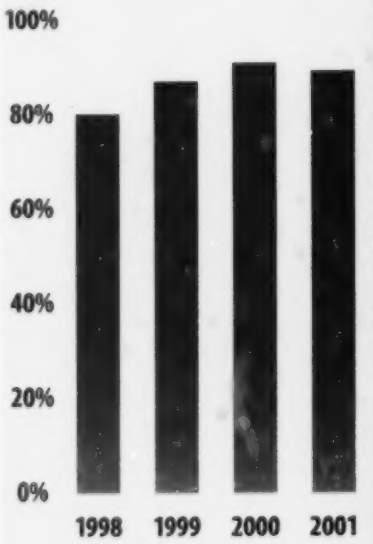
With all that we have done to make civic government more affordable, we have not forgotten Council's other priorities. Both the local and national media have observed that 2001 marked a turning point for Winnipeg; this is most apparent when you look around downtown. Thanks to your leadership and the tremendous work being done by CentreVenture, the past year saw downtown development take off – tangible evidence of our City's renaissance. Heritage buildings are being reclaimed, Red River College's downtown campus project is underway, and the $9 million tripartite Waterfront Drive initiative will provide 1.2 kilometres of roadway to open up prime real estate opportunities along the riverfront. The civic administration has been actively involved in all of the activity downtown, providing support to Centre Venture, design review for Red River's new campus, and new infrastructure for Waterfront Drive. We are working to streamline the review and approval process for businesses that want to set up shop downtown. We are building the new Provencher Bridge. And we are providing planning assistance, while Council has provided funding – $10 million in cash and $3.5 million in site servicing costs – in support of the True North Entertainment Complex.

The downtown is being reborn; so are many older neighbourhoods in the City. We worked with the Province to establish the "Building Communities" program which will provide $14 million in capital funding to six targeted neighbourhoods. We delivered a $4 million Winnipeg Development Agreement program, which funded over 40 projects in two older neighbourhoods. Our staff have been working closely with citizens in the West Broadway, Spence, and William Whyte neighbourhoods to develop new housing opportunities under the Winnipeg Housing and Homelessness Initiative – planning for the future, making critical repairs, opening up new housing units and student housing – a total investment of almost $3 million. We are making neighbourhoods attractive again, with streetscaping, park redevelopment, and support for community cleanup efforts. These initiatives are boosting community pride and improving the quality of life for neighbourhood residents.

We are making Winnipeg a safer city. Our vigorous anti-arson campaign continues; this past July, we completed over 3,000 arson prevention inspections. The new operating budget increases funding to both the police and fire/paramedic services, with special funding dedicated for the acquisition of important new equipment. In 2001, our fire fighters were equipped with state-of-the-art thermal imaging cameras to assist in rescue missions where smoke and darkness obscure their vision. Our Police Service Family Violence Intervention Teams have gone into action, focussing on prevention and connecting high-risk families with the community resources they need.

Citizen Overall Satisfaction with City Services

In general, how satisfied are you with the services provided by the City of Winnipeg?



Very Satisfied/Somewhat Satisfied

Message from Gail Stephens Chief Administrative Officer

Overall satisfaction with City services continues to remain high: From 78% in 1998 to 90% in 2001.

2001 Top Six Services:

Fire Protection (97%)

Libraries (92%)

Garbage Collection (92%)

Parks and Green Spaces (92%)

Recreation Services (91%)

Ambulance Service (90%)

This year, the Police Service Traffic Division was presented with the 2001 National Police Award for Traffic Safety, and the Police and Fire/Paramedic services were joint recipients of the YM/YWCA's Peace Medal, in recognition of their outstanding contributions to the quality of life in Winnipeg.

As you know, we are strongly committed to better business practices and innovation in government. In 2001, we established our second Special Operating Agency, Glacial Sand and Gravel, and began investigating the SOA potential of Golf Services and Fleet Services. We developed a comprehensive Human Resources Development Plan, to guide us as we build the smaller, more highly skilled workforce of the future. We continued to expand the horizons of our staff training and development programs; in partnership with CUPE, we established a new e-learning centre to provide employees with top-quality computer training. We want to be leaders in the use of technology to provide better civic government; that is why, in 2001, we completed an Information Technology Plan for the entire organization, and expanded the range of information and services available online. In October, we introduced e-post, which will allow Winnipeg Hydro and Water and Waste customers to receive and pay their bills via the Internet; by the spring of 2002, property and business tax bills will also be available through e-post. Of course every department continues in the ongoing cycle of business planning and improvement, and the Connexus project is looking at ways to better integrate our work processes, using technology, in the longer term.

With all that is new, it is important to remember that the day-to-day work of City staff in every department continues; we are just as concerned about providing excellent service in all of our ongoing work, as we are to ensure that each new initiative is a success. Ultimately, as administrators, we know we will be judged by our contribution to the City's fiscal health. As a Council, you have made a commitment to a healthy economy and lower taxes, and that commitment has become a reality. Our increased efficiency and cost-effectiveness have enabled us to ensure the realization of your tax reduction program, the full 6% cut. The assessment roll has grown by $2.38 billion, a significant increase in the tax base. We issued the 2002 assessment roll early, allowing for first-level appeals to be heard before tax bills are issued – a further protection for the City's financial integrity. We helped you develop the City's new Financial Management Plan, which will provide an even stronger focus on fiscal progress. All of these efforts are paying off. As you know, in 2001, Moody's Investor Services of New York upgraded Winnipeg's credit rating from A1 to Aa3: one more indication that we are on the right track.

Samuel Johnson wrote, "In a civilized society, we all depend upon each other." In 2001, we put this spirit of interdependence, cooperation and community into practice – inspired by Winnipeggers themselves. On behalf of the staff, thank you for your support in a year of great accomplishment. To all the staff, my personal thanks for all that you've done, as professionals and as citizens. I look forward to an even more exciting, more fulfilling 2002.

Yours sincerely,

Gail Stephens

Gail Stephens

Introduction **Plan Winnipeg 2020 Vision – Council's Long-Term Vision**

Plan Winnipeg 2020 Vision is a comprehensive plan that identifies Council's long-term vision for Winnipeg and the strategic direction that will be implemented to meet the opportunities and challenges in our community. Plan Winnipeg is the City's master blueprint – all plans, budgets, programs and services are guided by this plan. This strong alignment assists Council in leading the civic organization and in making the best possible use of our resources. Most importantly, Plan Winnipeg identifies the means by which Council, the administration, and the community can work together to achieve Winnipeg's full potential.

Plan Winnipeg includes five chapters, each reflecting areas of priority:

1. Downtown and Neighbourhoods
2. Government and the Economy
3. Planned Development, Transportation and Infrastructure
4. Public Safety, Health and Education
5. Environment, Image and Amenities

This Report on Performance – 2001, as was done last year, describes the administrative response to the priorities of Plan Winnipeg rather than describing accomplishments organized departmentally. This report takes a Plan Winnipeg approach that cuts across department lines. It presents a comprehensive listing of the major activities of the administration over the past year based on the themes of responsiveness, affordability and innovation. These themes are integral to the Mission Statement of the City's Administration, which is:

"Working together to achieve affordable, responsive and innovative public service."

The report format lists items in chapters according to the goals of Plan Winnipeg. The results demonstrate how successful the City has been in delivering services that respond to our overall stated goals.

The Vision

"To be a vibrant, healthy city which places its highest priority on quality of life for all its citizens."

The first thing you see is a list of the services we provide in support of each Plan Winnipeg chapter. Second is a list of annual service workloads. This lists the quantity of a service product that was delivered during the year.

Third, you find a list of departmental achievements related to each chapter's goal. All of the activities listed here were completed during the year 2001. Lastly, an appendix is provided, listing a number of "other initiatives" associated with each Plan Winnipeg chapter. All of these initiatives were in various stages of development or progress at the time this report was prepared.

Gail Stephens
Chief Administrative Officer

CAO Secretariat

City Auditor

City Clerk

Ombudsman

Bob Gannon
Chief Financial Officer

Brian Moore
Property Assessment

Leslie King
Chief of Human Resources and Corporate Services

Cliff Jeffers
Chief Information Officer

Ursula Stelman
Community Services

Wes Shoemaker
Fire Paramedic Service

Jack Ewatski
Police Service

Jim Thomson
Public Works

Doug Holmes
Planning, Property and Development

Rick Borland
Transit

Barry MacBride
Water and Waste

Ian McKay
Winnipeg Hydro

Part One The Downtown and Neighbourhoods

Putting Downtown First

Creating Healthy Neighbourhoods

Addressing Housing Needs

Community Services

Planning, Property and Development

Services We Provide Include:

Supporting Neighbourhood Projects

Citizen Participation in Neighbourhood Development

Improving Housing Stock

Building Community Capacity

Bringing people and activity back into our downtown, enhancing neighbourhoods – strengthening our city.

Annual Service Workloads at a Glance

- *$15 million in Winnipeg Development Agreements administered for the downtown and neighbourhoods*
- *63 community networks involving Community Resource Coordinators*
- *45 community forums facilitated*
- *90 "Neighbourhood Issues" consultations*
- *$3 million in housing development projects delivered through Winnipeg Housing and Homelessness Initiative*
- *Support provided to True North project*
- *Development of Waterfront Drive*

- Support to the True North project in the development of an arena and entertainment complex at the site of the former Eaton's retail store on Portage Avenue in downtown Winnipeg. The City's commitment is $10 million in cash and an additional $3.5 million in site servicing costs (sewer and water, sidewalk reconstruction, hydro service and permit fees). The total anticipated capital cost of the project is $125 million. The City also established an integrated planning team to identify and develop opportunities related to the True North Entertainment Facility.

- Waterfront Drive development – a $9 million downtown enhancement project involving the construction of 1.2 km of roadway designed to open up new prime real estate opportunities fronting on the Red River. The new roadway, supported by all three levels of government each contributing $3 million, will provide a "front door" to Juba Park and increase public access to the area.
- For the new Waterfront Drive project: conduit, cable, bases and black davit poles are being installed for new street lighting.
- The City, in consultation with CentreVenture, successfully negotiated a municipal grant for the development of CanWest Global Communications' customer contact and corporate service centres within the Downtown. The final plan would result in an additional 1,200 jobs in 127,500 square feet of leased space.
- The City provided a $500,000 grant to CentreVenture to stimulate new downtown residential development.
- The joint Historic Buildings Committee and Historic Winnipeg Advisory Committee participated in the design review of the Red River College Princess Street Project.
- Continued the development of a new Downtown Zoning By-law and Downtown Design Guidelines to streamline the review and approval process in order to make the downtown an easy place to establish a business.
- On the east side of Main Street, from Disraeli Freeway to Portage Avenue, new conduit, wiring and electrical pedestals were installed to supply street lighting, Christmas decorations, tree lighting, bus shelters, traffic signals and payphones. In 2002, heritage style street lighting will be installed on Main Street.
- Worked with the Province to jointly establish a new Community Revitalization Program – Building Communities, which will provide six neighbourhoods, experiencing decline, with $14 million in capital development funding over five years.
- Continued delivery of a $4 million community development program in two older, distressed neighbourhoods through the implementation of the Winnipeg Development Agreement. Specific accomplishments include:
  - Funding support to over 40 projects.
  - Leveraging an additional $4 million from other sources, including in-kind services, resulting in an $8 million dollar investment into the neighbourhoods over four years.
  - Employment (full and part time) for more than 60 local residents through project implementation.
  - Six boarded homes treated with "murals" created by a team of local volunteers.
  - Establishment of dedicated space in a renovated apartment building for a community/police partnership.

■ Attention to Neighbourhood Image

- Streetscaping improvements, including the installation of banners, planters and light standards, to enhance the identity of two neighbourhood main streets.
- Creation of 20 wall murals on main streets, depicting the cultural and ethnic diversity of the neighbourhoods.
- 3,500 Community Resource Directories produced and distributed to every household in the Spence neighbourhood.
- 143 wrought iron fence pieces were restored to reflect and preserve the historical significance of the Spence neighbourhood.
- Support to 400 local residents, local businesses, community organizations and corporate sponsors who volunteered to clean back lanes, front streets and vacant lots through four spring and fall clean up events.
- Support to Spence residents who contributed sweat equity in land clearance and planting as part of the expansion of a neighbourhood tot-lot.
- Planning and redevelopment of an existing park to enhance play and water elements for children in Lord Selkirk Park neighbourhood.
- Renovations and expansion of the Greta Brown Day Nursery to facilitate innovative parenting support program.

■ Housing Rehabilitation Efforts

- 12 boarded/abandoned homes acquired, renovated and sold to first time homebuyers.
- Six derelict homes acquired, demolished and land adopted by community for gardens, "informal green space" and infill housing.
- Nine new infill-housing units approved for construction for sale to pre-qualified local residents through a rent with option to purchase model.
- Investment by 41 homeowners in home repairs through a grant stimulation program.
- Establishment of a community based non-profit housing organization and renovation company – Lazarus Housing.
- 40 R.B.Russell High School students were provided with classroom and on-site training in housing construction and renovation.
- Winnipeg Housing Rehabilitation Corporation (WHRC) facilitated the development and coordination of neighbourhood driven housing initiatives.
- Partnerships and collaboration amongst neighbourhood housing interest groups, resulting in long term planning and sustainable housing development.
- Pilot efforts regarding innovative, new technology in energy conservation and construction methods.
- Development of a computer housing registry for rental property in the Spence neighbourhood.
- Provided 145 grants to stimulate repair and replacement of dilapidated fences; improved the appearance of streets targeted for major housing rehabilitation.

- In order to support housing renewal strategies that are locally planned and community supported, the City approved and committed funding for a number of housing improvement projects. The projects are funded by the Housing Investment Reserve Fund and administered by the Winnipeg Housing and Homelessness Initiative (WHHI):
  - West Broadway ($362,000)
    - 15 new rental units in West Broadway through the Westminster Housing Society's efforts in rehabilitating houses.
    - A comprehensive, community driven neighbourhood housing plan that will direct future housing development in the West Broadway neighbourhood.
    - The purchase and rehabilitation of up to 16 new housing units in the West Broadway neighbourhood through the West Broadway Development Corporation.
    - A study to examine the feasibility of developing 25 housing units on Langside and Young streets.
    - Development of 31 student housing units through the University of Winnipeg.
  - Spence ($440,000)
    - A comprehensive, community driven neighbourhood housing plan that will direct future housing development in the Spence neighbourhood.
    - The purchase and rehabilitation of 15 housing units in the Spence neighbourhood by the Winnipeg Housing and Rehabilitation Corporation.
    - The purchase and rehabilitation of 33 residential units in the Spence neighbourhood by Lazarus Housing.
    - A neighbourhood directed and administered program for property improvements in the Spence neighbourhood.
    - Development of 32 student housing units through the University of Winnipeg.
  - William Whyte ($478,000)
    - A comprehensive, community driven neighbourhood housing plan that will direct future housing development in the William Whyte neighbourhood.
    - The purchase and rehabilitation of 25 housing units in the William Whyte neighbourhood through the North End Housing Project.
    - A neighbourhood directed and administered program for property improvements in the William Whyte neighbourhood.

- Other major improvement areas ($741,000)
  - Initiative to promote new downtown residential development through CentreVenture.
  - Seven new infill housing units in Lord Selkirk Park using innovative technologies.
  - Rehabilitation of 18 homes in St. Matthews/ Daniel McIntyre neighbourhood.
- All major improvement areas ($782,000)
  - Critical repairs completed for 272 inner city houses through the Minimum Home Repair Program.
  - Support to the development of a housing training initiative business plan to assist inner city residents in all three targeted neighbourhoods.
  - Organized a WHHI Housing Forum.

■ City Housing Team Initiatives:

- Establishment of an inter-departmental team to provide assistance to neighbourhood groups in developing neighbourhood housing plans and strategies for housing renewal. Draft neighbourhood housing plans have been developed in all three of the target neighbourhoods.
- The City's zoning, permits and building inspections staff worked with Environmental Heath Services and the Winnipeg Police Service to provide educational/technical housing related presentations to community groups within the targeted Housing Improvement Zones.
- Over 100 volunteers from the Fire Paramedic Service (FPS) partnered with Habitat for Humanity for the Ed Schreyer Work Project. Ten homes were built along McGregor Street between Pritchard and Alfred Avenues, continuing Habitat's inner-city neighbourhood renewal strategy. Each of the 10 new homes was equipped with hard-wired smoke alarms, carbon monoxide detectors, and escape ladders.
- In addition to building these 10 homes, Habitat organized a Community Fix-Up Event for neighbours in the vicinity. More volunteers from FPS helped the neighbours of these homes make minor repairs to their homes, yards, garages, fences and assisted with landscaping.
- As part of this event, 3,386 arson prevention exterior inspections were performed in the neighbourhood, which resulted in 201 referrals to other departments or agencies for follow-up. A further 175 comprehensive interior fire inspections were performed in the neighbourhood for the owners who requested it.
- During Fire Prevention Week, October 7 to 13, 2001, the Fire/Paramedic Service partnered with Habitat for Humanity again to build one more house at the corner of Alfred and Sinclair. This house was built solely by FPS staff, with more than 70 members participating.

Part Two Government and the Economy

Supporting an Inclusive Community

Ensuring Responsible Government

Providing Economic Direction and Support

Build the Workforce

Community Services
Planning, Property and Development
Police Services
Mayor's Office
EPC Secretariat
Corporate Services
Corporate Finance
City Clerks
CAO Secretariat
Chief Financial Officer
Audit
Property Assessment

Services We Provide Include:

Voting and Election Support
Citizen Complaint Investigation
Property Assessment
Citizen Information
Financial Stewardship
Human Resource Stewardship
Information Stewardship
Physical Asset Stewardship
Wholly-Owned Corporation Grants
City Land Leasing
Managing Strategic Initiatives
Improving Business Opportunities
Surplus Land Sales
Regulating Charitable Organizations
Taxation of Home Based Businesses

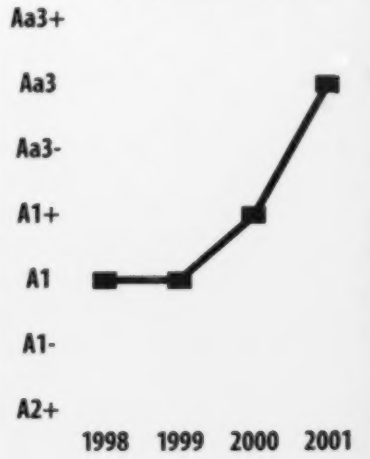
Effectively managing Winnipeg's government and enhancing our e-government capacity.

Annual Service Workloads at a Glance

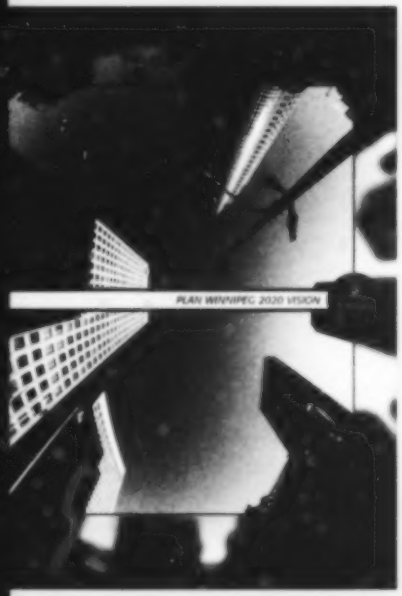
- *$4 million in gross property sales (80 properties) resulting in an approximate transfer of $900,000 to General Revenue*
- *One million parking customers utilized the City's three existing parking facilities – Winnipeg Square Parking Garage, Centennial Library Parking Garage and the Civic Centre Car Park year, generating more than $2.7 million in parking revenues*
- *72,000 accounts payable cheques distributed and reconciled*
- *39,400 deposits processed and reconciled with 16,400 from cash and cheques and 23,000 from debit/credit cards*
- *79,000 central cashier transactions*
- *413 short-term investment contracts*
- *$200 million in goods and services purchased*
- *198,736 realty parcels with an assessed value of $27 million*
- *118 personal property parcels with an assessed value of $174 million*
- *11,948 taxable business premise occupants with an annual assessed rental value of $549 million*
- *225,000 real & personal property tax statements processed*
- *18,500 business tax statements processed*
- *$4.1 million in grants provided to wholly-owned corporations*
- *16 Business Improvement Zones funded representing 4,417 businesses*
- *5,052 tree root claims administered*
- *2,407 new claim files opened (excluding tree roots) and 2,091 claim files closed*
- *1,104 Workers Compensation accidents, including 511 lost time accidents and 317 no lost time accidents*
- *250,000 calls taken from the public and 51,000 service requests processed by the Water and Waste Customer Service Centre*
- *63,030 calls from the public taken at the Public Works Customer Service Centre, with over 40,323 service requests processed*
- *521 service requests received through Public Works Internet based "Report a Problem" system (www.city.winnipeg.mb.ca/publicworks)*
- *9,279 properties under appeal against the 2002 Realty Roll, the lowest number of properties to be appealed in several reassessments*
- *19,000 phone contacts and 2,100 e-mail/electronic form requests for information were generated by Assessment's revised Preview Process*
- *1.6 million property searches, 1.5 million info searches, and 1.2 million map prints were requested from the Reassessment web site*
- *10 major events hosted, with support services provided to many others*
- *210 City leaders participated in The Workplace Leader Program for management*
- *36,000 visits to the Human Resources Intranet site by employees*
- *8,823 training seats utilized by employees for updating of computer training, related to the organization's desktop software standards*
- *583 reports were processed through the internal Report Information System resulting in over 68,000 visits to the RIS site by over 130 internal users*
- *Over 300,000 words translated from English to French for various published reports*

- Completed the final installment of the City's first three-year budget. Moving to a three-year budget allows for better management of Winnipeg's government through a longer term planning horizon. Providing more affordable government and services that are a priority to Winnipeg's citizens, the 2002 adopted budget:
  - Decreases property taxes by 2% for the third year in a row – 6% in total.
  - Freezes the business tax rate at 1996 levels.
  - Protects front line essential services.
  - Increases funding for public safety.
  - Continues commitment to no new borrowing for capital programs.
  - Avoids new external debt for tax-supported programs.
- Grew the assessment roll by $2.38 billion to $27.7 billion thereby contributing to the City's increasing tax base and its financial stability.
- Issued the 2002 assessment roll early, to allow first level appeals to be heard before tax bills are generated and thereby protecting the City's financial stability.
- Received results from two of the City's credit rating agencies on the City's 2000 financial results, Moody's Investor Services from New York upgraded the City's credit rating to Aa3 from A1 and Dominion Bond Rating Services maintained the City's rating in only their second year of review.
- Provided a transfer of $16.9 million from Hydro profits to the City of Winnipeg for tax-supported purposes ($16.5 million in 2000).
- Provided a transfer of $19 million in 2001 ($18.2M in 2000) from the water, sewer and solid waste utilities for tax-supported services.
- Maintained the combined water and sewer rate at previous years' levels for the first time in 12 years.
- Increased Hydro's asset replacement reserve for Pointe du Bois by $3.5 million to a total $22.9 million.
- Disposed of surplus assets and material, returning approximately $950,000. Items with no market value were donated to non-profit organizations such as Computers for Children and the Fire Fighters Historical Museum.
- Analyzed and recommended the approval of two new facility loan guarantees totalling $414,000.

City of Winnipeg Credit Rating (Rating Scale 1998-2001)



Source: Moody's Investors Service



- Provided process support for the passage of Council's primary planning document – Plan Winnipeg 2020 vision. The Plan was adopted through third and final reading by Council thereby concluding a review program which began in the fall of 1998.
- Conducted the Municipal Board hearing ordered by the Province of Manitoba to review Plan Winnipeg.
- Provided process support in the development of Council's new Financial Management Plan. The Plan outlines City's strategy for guiding its financial decision-making, protecting its ability to meet long-term obligations, and improving its economic position and financial stability. It also communicates the City's top seven financial goals and establishes performance measures to indicate progress toward meeting those goals. The City's goals include:

  1. Promote economic growth
  2. Support a competitive tax environment
  3. Reduce debt
  4. Control expenditures
  5. Maintain assets and infrastructure
  6. Ensure adequate reserves
  7. Expand e-government

- Completed a report on the 'Ways and Means of Phasing Out the Business Tax in the City of Winnipeg'.
- Completed the City's first comprehensive Human Resource Strategic Plan which was adopted by Council. The Plan identifies a vision, critical success factors and four priority HR areas identified for immediate attention.
- Completed the inaugural Information Technology Governance Model which was approved for implementation by the Chief Administrative Officer (CAO). This Governance model incorporates the newly created position of Chief Information Officer (CIO), an Information Technology Committee (from all departments) and an Executive Information Technology Committee composed of department heads.
- Developed and implemented a Human Resource Program Governance Structure for the City, based upon extensive stakeholder consultation.
- Completed negotiations with the Federal and Provincial governments to open a Bilingual Service Centre in St. Boniface in early 2002 to provide single-window access to a wide variety of City services in either official language.

- Completed various stages of work relating to alternative service delivery initiatives. Alternative Service Delivery (ASD) is a key tool to support the City's efforts in achieving more affordable government. Progress was made in several key areas:
  - Established Glacial Sand and Gravel on January 1, 2001, as the City's second special operating agency.
  - Implemented the ASD feasibility studies for both Golf Services and Fleet Services and prepared the business plans and selection reports of the ASD reviews.
  - Completed feasibility study and ASD review of Internal Printing Services.
  - Continued work on the development of the Parking Services ASD Feasibility Study.
  - Implemented ASD recommendations relating to City's radio communications, Internal Printing Services and the Police Training Academy.
- Launched the City's first automated Report Information System designed to provide accurate and timely information to decision makers within the organization.
- Established the foundation for communicating, archiving and managing Administrative Directives via the Intranet as a means of ensuring that clear and consistent direction is provided across the organization.
- Provided legal representation and/or advice on major civic initiatives, e.g. Red River College downtown campus construction project; Thomas Sophonow inquiry; implementation of Red Light Camera Pilot Project and Photo Radar; Connexus project; changes to the alarm by-law .
- Finalized the development of a Materials Management Policy, which is currently in the early stages of the approval process.
- Completed the restructuring of the Corporate Services Department, stemming from the Internal Programs and Services Review
- Hosted, for the first time in Winnipeg, the North American Large Cities Forum, a bi-annual conference of chief municipal executives from across North America.
- Continued to coordinate corporate communications efforts around city-wide issues through the Communications Advisory Committee.

- Completed a comprehensive corporate advertising and information campaign for implementation of the new smoking regulation by-law.
- Provided ongoing communications and issues support to the Winnipeg Homeless and Housing Initiative, a tripartite agency designed to support housing initiatives within the City.
- Published corporate-wide reports, including the Report on Performance, Annual Report, Report to Citizens along with numerous press releases and public information brochures.
- Published the City's inaugural Public Services Guide, designed to provide citizens with ease of access to service-related phone numbers across the organization.
- Coordinated a three week, city-wide spring clean-up initiative entitled "May I Help", conducted in partnership with Take Pride Winnipeg. This initiative was designed to encourage all Winnipeggers to do their part in the areas of recycling, reuse, reduce and graffiti removal.
- Conducted leadership program sessions entitled "The Workplace Leadership Program" which were attended by 210 leaders from across the organization.
- Held the 4th Annual CAO's Management Business Day, attended by over 300 managers, entitled "Getting Fired Up About Leadership".
- Implemented activities relating to the 2000 CUPE/City Joint Committee re: Education, Training and Staff Development Fund, designed to effectively prepare CUPE rated employees for future work. Over 140 employees have participated.
- Completed activities relating to Clerical Beyond 2000, including acquisition of funding from the CUPE/City Joint Education, Training and Staff Development Fund. Developed an accounting/finance training initiative for CUPE clerical employees. Co-sponsored the enrollment of five clerical CUPE employees in the University of Winnipeg's Management Development Program for Women.
- Established, in partnership with CUPE, an e-learning centre to provide a wide variety of technical training for CUPE rated employees.
- Completed a third cycle of departmental business planning and review.
- Continued the review and development of a revised reporting system for capital transactions. The new system will significantly improve the City's ability to manage capital cash flow projections and measure actual results against budget.
- Conducted workshops with departments on the topic of performance measurement. The goal of these workshops was to assist/support departments by presenting a practical and simplified approach to measuring service performance.
- Enhanced the content of the service information database (formerly MRM) to assist in the promotion of this data as a decision-support tool. This database will incorporate service cost/revenue estimates, service groupings and Plan Winnipeg alignments to further enhance organizational reporting.

- Continued expansion and development of the City's e-government capacity through the following initiatives:
  - Connexus is exploring ways to update and integrate cross-departmental business systems to increase the efficiency of City government, enhance the delivery of municipal services, and improve communication with the City's stakeholders. This year's accomplishments included:
    - Completion of the preliminary business case in May 2001.
    - Commencement of Phase Two – Solution Selection.
    - Engagement of City staff from the Finance, Logistics and Human Resources areas in consultations to identify and validate the requirements of a new software system.
    - Development and issuance of a Request for Proposal (RFP) for software and implementation support.
  - Launched the "Electronic Citizens Information Service – eCIS" which provides citizens with the ability to search for property-based information from the Public Works, Community Services, and Planning, Property and Development departments through key words or using a map.
  - Implemented a Point of Payment (P.O.P.) system at the bilingual information centre in St. Boniface. This system originated at Winnipeg Hydro and can process hydro, water, tax, ambulance, bulky waste billings and parking tickets, as well as sell Transit tickets and passes.
  - Developed an Internet based, online permits option for building trades and new single-family dwelling permits. Representatives of the building and trades community participated in an online permits usability study to ensure the functionality and suitability of the online service prior to its formal launch.
  - Implemented Electronic Business Banking which enabled a custom report writing facility for banking transactions. Financial risk was significantly reduced through the implementation of daily electronic reconciliation of all disbursements.
  - Implemented technology to securely connect remote City offices (such as pools and arenas) to their application and booking systems, thereby greatly improving public service at these sites.
  - Implemented a full complement of electronic payment facilities to allow the City to issue material or sensitive payments from the desktop within a secure internal control environment. Payroll, Taxation and Winnipeg Hydro are able to modify all forms of electronic payment files and securities transactions are settled electronically.
  - Implemented Internet payment ability for property tax bills.
  - Winnipeg Hydro developed an Electronic Bill Presentment and Payment system for all City of Winnipeg departments. The system automated the procedure by which the City's internal utility bills are processed and paid.
  - Winnipeg Hydro and Water and Waste customers can now choose to receive and pay their utility bill(s) via the Internet through an external vendor.

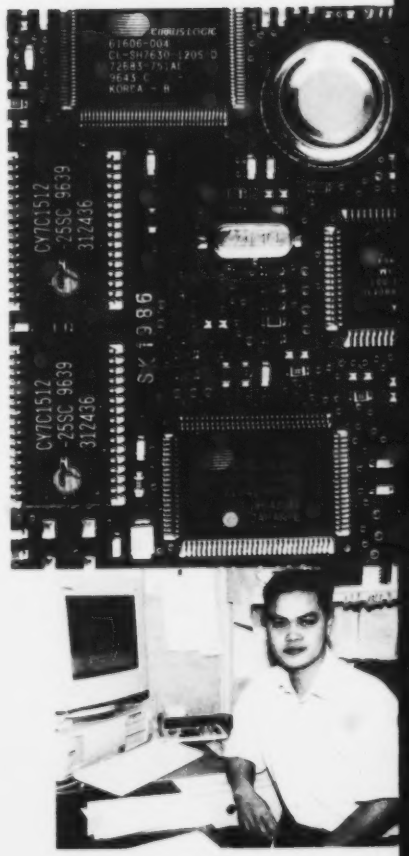
"E-government is not just about providing information and services on the Internet. E-government is about using technology to fully integrate all aspects of the City's daily business, including service delivery, workflow, staffing, front line and back office activities."

– City of Winnipeg
IT Strategic Plan

- Upgraded City's middleware infrastructure (Web and database) to enhance the functioning of e-government applications, reduce support costs, improve security, prepare for the integration of new technologies and improve vendor support. Over 100 Internet, Intranet and Extranet applications were migrated to the new environment.
- Created a Web Management Committee whose short term mandate is to oversee the conversion of all City Internet/ Intranet Web pages.
- Implemented the new "Look and Feel" standard on the City's Intranet. Completed planning for the transition to the new "Look and Feel" for the City's Internet with completion of full conversion planned for 2002.
- Published an award winning Reassessment web site which proved flexible enough to support extensive enhancements to the site's interactive mapping requirements, and allowed for an extensive number of property details and property mapping requests from the public.
- Published an Intranet site for the Financial Services Division of Corporate Finance which includes the Payroll and Money Management and Treasury branches.
- Expanded the Material Management Division's Internet and Intranet applications in a continued effort to streamline information access and dissemination.
- Continued ongoing development and enhancement of the HR Intranet/Internet site, including the implementation of online application capability for City of Winnipeg employment opportunities and internal training courses.
- Completed development of the "iView Software Development Toolkit". This initiative provides a major breakthrough in the City's ability to display maps over the Web and has been utilized in projects relating to: base mapping, property addressing and zoning; water and sewer distribution; capital construction projects; pavement cuts; pre-assessment data and crime analysis.
- Launched an Electronic General Ledger Entry System within Winnipeg Hydro and Water and Waste, which has eliminated the paper process.
- Continued development of the Computerized Work Management System (CWMS) including software selection, configuration and implementation of a pilot trial.
- Commenced work on the Risk Management Information System (RMIS) project with the approval of funding for consultation services.

Enhancing Our Existing Infrastructure

- Replaced an information technology Service Procurement contract for the City. Award of this RFP provides for single-source purchase of all desktop PCs/laptops with estimated cost of $300,000 or more.
- Negotiated and established new license agreement with the software reseller to achieve a major cost saving of over $100,000 for the City and a cost avoidance of over $500,000 for the acquisition of software licences over the next four years.
- Protected the City's e-mail system from the latest sophisticated viruses through implementation of an Live Update Service for Anti-Virus fixes.
- Continued the development and system improvements to the Local and Wide Area Networks available to Department users. This also included upgrading databases, hardware and software systems in support of improving system performance and user productivity.
- Completed modifications to the "Call Before You Dig" software application so that Manitoba Hydro and Centra Gas can use the system.
- Enhanced the organization's enterprise information technology security through the provision of secure high speed and remote dial-in connections for remote City offices and business partners.



Part Three Planned Development, Transportation and Infrastructure

Planning for Growth and Change

Guiding Land Use

Integrating Transportation

Investing in Infrastructure

Part Three **Planned Development, Transportation and Infrastructure**

Transit

Public Works

Water and Waste

Planning, Property and Development

Winnipeg Hydro

Services We Provide Include:

Regular Transit

Handi-Transit

Roadway Asset Management

Hydro Power Supply

Waste Water Collection and Treatment

Water Production and Distribution

Water and Sewer Infrastructure Asset Management

Storm Sewers

Hydro Infrastructure Management

Flood Control

Transportation Planning and Traffic Management

Land Development

Integrating planned development, transportation and infrastructure.

Annual Service Workloads at a Glance

- *2.4 billion kilowatt-hours of hydro electricity consumed annually, increased by 0.47% in 2001*
- *24,000 street and lane lights operated and maintained by Winnipeg Hydro*
- *Electricity sales revenue increased by 1.0%*
- *$1.8M of industrial wastewater surcharge revenue generated*
- *70,000 laboratory analyses conducted for water quality, wastewater treatment control, rivers and streams water quality and industrial waste control*
- *82 billion litres of water billed annually to 183,000 accounts*
- *Five million total vehicle miles of travel per year on City roadways*
- *700 million total person trips per year by vehicle on City roadways*
- *1,720 lane km of regional streets*
- *5,030 lane km of local and collector streets*
- *3,103 lane km of sidewalks*
- *Street, sewer and water permits issued (forecasted):*
  - *1,000 Residential Parking Permits*
  - *450 Parking Privilege Cards*
  - *4,950 Cut Permits*
  - *1,700 Services Application Permits*
  - *1,850 Services Permits*
  - *900 Approach Construction Permits*
  - *550 Move Permits*
  - *460 Use of Street Permits*
  - *55 Block Party Permits*
- *39.1 million regular Transit trips*
- *445,000 Handi-Transit trips*
- *850,000 calls handled by the Transit call centre*
- *6.5 million calls handled by Telebus*
- *535 buses operated to provide 1.3 million hours of service*

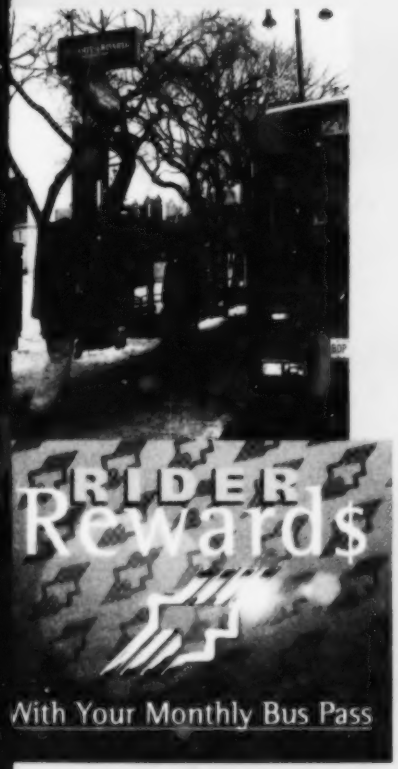
Part Three **Planned Development, Transportation and Infrastructure**

Development

- Adoption of Universal Design Policy. Universal Design is a "pro-access" approach that works towards meeting the needs of a broad array of users, including people with disabilities in designing products, information, services and the built environment.
- The City's automated system for tracking building permit applications was expanded to include variance, conditional use, subdivision and rezoning applications.
- Worked with the Urban Development Institute on review of Development Agreement Parameters.
- Implemented traffic calming initiatives on Lyndale Drive and other areas to reduce traffic speeds in residential areas.
- Developed a GIS based industrial land inventory and initiated an industrial market review.
- Began review to develop a new, more meaningful system for describing streets as opposed to the current regional/ nonregional description.
- Began Polo Park Transportation Improvement and Development Review.

Transportation

- Automated Passengers Counters have been installed on 60 Transit buses. The automated counters will provide the department with timely and reliable data for service planning and scheduling requirements, in a more cost effective fashion than the previous manual method.
- New route and time scheduling changes were introduced on a number of routes to better meet passenger needs and changing urban development patterns throughout the city.
- Handi-Transit's new Computerized Scheduling System now provides enhanced booking procedures and scheduling capability. It will allow Handi-Transit customers to pre-book trips 24 hours in advance, as opposed to the 48-hour requirement in the previous system.
- A successful three-month pilot of the Employer Sponsored Bus Pass Program was conducted with Manitoba Public Insurance (MPI). Based on sales and survey results, the program proved to increase transit usage and reduce auto usage and parking requirements. This new approach to increasing Transit ridership offers participating employers enhanced employee benefits, reduced parking requirements and costs, and positions their business as a friend of the environment and downtown revitalization.

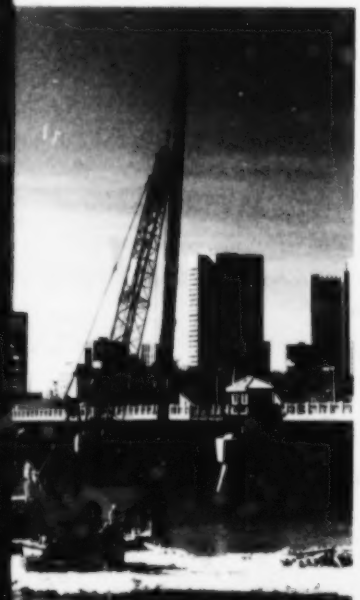


- Conducted a trial program offering monthly bus passes at a 20% discount to post – secondary students at the University of Manitoba, the University of Winnipeg and Red River College. The result of this trial was an increase in ridership sufficient to offset the reduced price of the pass. City Council approved an expanded Post-Secondary Monthly Bus Pass as a permanent component of Winnipeg Transit's fare structure. The reduced fare provides savings to approximately 45,000 full time and part-time students enrolled in credit courses and attending universities, colleges, private vocational schools, and adult education centres throughout Winnipeg.
- Designed to increase ridership and monthly bus pass sales, Rider Rewards involves 10 Winnipeg businesses that offer excellent savings on products and services. Transit riders receive "added value" discount coupons with the purchase of a monthly bus pass. The program runs from September 1, 2001 to August 31, 2002. Monthly bus pass sales, Transit ridership and partner benefits will be monitored to evaluate the program's success.

Infrastructure

- Adoption of a six-year Capital Budget, emphasizing pay-as-you-go and long-term infrastructure renewal.
  - **Transit**
    - The Province of Manitoba announced a one time grant to the City of $1 million for bus replacements, and $515,000 for Handi-Transit service expansion and the computerized scheduling system. The funding recommendations contained in the Direction to the Future – The Guide to Better Transit for Winnipeg Report, remain under discussion between the City and the Province.
    - An application for funding under the Canada/Manitoba Infrastructure Renewal Program was made for the Metrobus Stage I Project. If approved, this project will see the first phase of a City wide bus rapid transit system introduced.
    - The City has submitted an expression of interest to the Federal Urban Transportation Showcase Program. The City's proposal contains a number of innovative projects, which would build on the Metrobus Stage I Project proposed under the Infrastructure Program. Together, these two programs would have a significant impact on travel patterns and habits in the Pembina Highway corridor and result in a considerable reduction in greenhouse gas emissions.

- **Transit (continued)**
  - In August, Winnipeg Transit received delivery of 20 low floor buses from New Flyer Industries. This shipment of buses represents approximately 1/4 of the department's 2000 to 2002 multi-year bus replacement contract for 82 buses.
  - Upgrading bus stops is an ongoing effort to provide more comfortable and attractive waiting environments for transit passengers. Bus stops at the Grace General Hospital, Health Sciences Centre on Notre Dame, St. Mary's Road and Enfield Crescent, and Donald and Broadway were upgraded.
  - The construction of a solar-lit transit passenger shelter was completed. This innovative undertaking was the result of a joint research project carried out with the University of Manitoba's School of Landscape Architecture and Winnipeg Transit.
- **Hydro**
  - Continued with Phase II of the installation of fibre optic cable between all substations. The fibre optic cable is being installed to replace the old copper wire system that has become expensive to maintain and does not have sufficient capacity for modern communication to, and control of, substations.
  - Fibre optic cable now enters 23 substations. This leaves a remainder of 4.6 km to be installed to link all 24 substations, Central Control, and the Operating Building. This work forms part of Design and Planning Division's Central Control/SCADA project.
- **Water and Waste**
  - Condition assessment was completed for approximately 150 km of combined sewer plant.
  - Approximately $7 million in sewer rehabilitation was completed.
  - Approximately 60 km of metallic watermain were cathodically protected and approximately $3.5 million in watermain renewals were completed.
  - During the spring and summer of 2001, water levels began rising in late March, and remained above normal until mid July, as heavy rainfall persisted throughout the spring and early summer. The Red River crested at 18.5 feet above its normal winter water level and required the operation of 26 flood pumping stations, 112 flood gates, and numerous temporary pumping facilities.
  - The City of Winnipeg contributed $75,000 towards, and participated in, the $750,000 provincial study of the Ste. Agathe Detention Structure and the expansion of the Floodway in order to provide a greater level of flood protection for the City of Winnipeg.
  - The secondary diking enhancement program with a value of $11.1 million (cost-shared 45% federal, 45% provincial and 10% city) is proceeding. The community ring dike feasibility study was completed, and the design of several community ring dike projects and individual flood proofing projects is underway.



- **Water and Waste (continued)**
  - An ultraviolet (UV) disinfection pilot project began at Deacon Reservoir as part of the Council approved water treatment program, which recommended further investigation into new drinking water treatment technologies. The project received funding assistance from the American Waterworks Association Research Foundation, as well as the Green Municipal Enabling Fund.
  - A new fluoride facility was commissioned this year at Deacon Reservoir to reduce the risk associated with storage of fluoride at Shoal Lake.
- **Public Works**
  - Began construction on the $68 million Provencher Bridges project. The project consists of $45 million for a new vehicle bridge, $15 million for a pedestrian bridge, and $6.5 million for related roadworks.
  - Began construction of Waterfront Drive between Lombard Avenue and Market Avenue.
  - Constructed Main Street (northbound) with extensive streetscaping between Lombard Avenue and Alexander Avenue.
  - Obtained approval for a new funding formula for developer contributions to arterial street improvements. The proposal would have all area businesses, not just those fronting on the street, sharing street costs.
  - Achieved agreement in principle on a new Underground Structures Agreement which includes a new "user pay" funding arrangement.
  - Residential street renewals – total capital budget was $10.2 million. Renewed 109 city blocks under the program.
  - Completed St. James Centennial pool's building exterior work and new roof at Sargeant Park pool.
  - Installed safety netting in all civic hockey arenas for the protection of spectators.
  - Began construction of the Moray Street extension, for completion in 2002.
  - Completed initial stage of Intelligent Transportation System (ITS) signal operation project on Bishop Grandin Boulevard, which will allow the department to better coordinate traffic signals with real time information on traffic flows.

Part Four | Public Safety, Health and Education

Making Our Communities Safer

Promoting Safety Through Design

Supporting Public Health

Supporting Education

Part Four **Public Safety, Health and Education**

Police Services

Water and Waste

Public Works

Winnipeg Hydro

Planning, Property and Development

Fire Paramedic

Community Services

CAO Secretariat

Services We Provide Include:

Fire and Rescue

Police 911 and Non-Emergency Response

Medical Emergency Response

Crime Investigations

Roadway Snow and Ice Removal

Community Crime Prevention

Traffic Law Enforcement

Property Standards and By-Law Enforcement

Building Permits and Inspections

Environmental Health Services

Street Lighting

Electrical Safety Promotion

Trades Licensing

Graffiti Control

Emergency Preparedness

Job Placement

Disaster Relief

Crisis Support and Social Development

Animal Control and Care

Abandoned Bicycle Recovery and Disposal

Children and Youth Library Use

French Library Services

Library Information and Reference

Library Facilities and Equipment Use

Library Material Use

Library Outreach

Burials and Perpetual Maintenance

Public Event Support

Nurturing a safe and healthy community for our citizens to live, learn, play, interact, work and grow older.

Annual Service Workloads at a Glance

- *68,500 street and lane lights*
- *Eight West End BIZ Street Ambassadors were equipped with communication equipment to link between businesses, residents and the Winnipeg Police Service*
- *14 residential streets and lanes illuminated with installation of 437 dusk to dawn security lights on homes, apartment blocks and businesses*
- *Two citizen safety patrols outfitted and equipped to promote safer neighbourhood streets*
- *307 minimum home repair assessments and inspections conducted in conjunction with Housing Improvement Zones*
- *3,347 zoning inspections*
- *36,000 development applications for: zoning memorandums, electrical and plumbing permits, encroachments and mobile sign permits*
- *40,000 building and development related telephone inquiries to the Zoning and Permits Branch*
- *The Anti-Arson Hotline (986-1000) operated by the Public Works Customer Service Centre took 197 calls and tracked 30 incidents/issues*
- *1,300 graffiti removal sites city-wide*
- *690 service requests processed and 662 informational calls taken by the Public Works Customer Service Centre regarding graffiti removal*
- *24,600 lane km of street snow plowing*
- *14,000 km of sidewalk snow plowing*
- *94,600 tonnes of street and sidewalk salt/sand applied*
- *514 playgrounds safety checked bi-weekly*
- *20,000 contacts made with the public in parks by Park Police*
- *57,000 emergency medical responses*
- *34,000 fire and rescue responses*
- *2,700 fires attended*
- *13,000 properties inspected by fire inspectors*
- *4,500 vacant buildings inspected*
- *850 building and site plan examinations for fire code compliance*
- *282 fireworks and burn permits issued*
- *268 community events attended to promote fire and accident prevention*
- *369 lectures on fire and accident prevention/awareness*
- *750 child car seat inspections*
- *35 fire drills attended*
- *408 fire station tours*
- *61 charges and 72 cautions by the Arson Strike Force from January 1 to October 1, 2001*
- *127 youths counselled in the Youth Fire Stop Program*

Part Four **Public Safety, Health and Education**

- *15% increase in emergency medical transports*
- *Over 260,000 calls for police service (over 168,000 dispatched)*
- *Well over 170,000 '911' calls are expected*
- *Over 66,000 crimes investigated*
- *Parking violations are estimated at 175,000*
- *Smart Summer Student Program:*
  - *Attended 15,126 homes*
  - *Conducted 1,711 home safety audits*
  - *Attended 541 graffiti removal sites*
- *At end of September 2001, over 20,000 moving violations*
- *Division #11 – 2,342 Family Violence Calls for Service*
  - *125 cases assessed*
- *Division #16 – 740 Family Violence Calls for Service*
  - *276 cases assessed*
- *The Speed Enforcement Campaign in April 2001 identified 1,196 offenders*
- *600 incidents of domestic violence (where no charges laid) assessed by social worker/police teams; further contact/ intervention with 126 families*
- *125 participants in the Community Service Worker Project (rehabilitative work experience for employment disadvantaged); 43% left for alternate employment*
- *7,500 requests for service from Animal Services*
- *1,600 dogs impounded as a result of by-law infractions*
- *25,000 dogs licensed*
- *130 dogs adopted*
- *Over 550 people assisted with food, shelter and personal services in two separate emergencies:*
  - *Apartment building evacuation*
  - *Passengers on September 11, 2001 re-directed flights*
- *155 interventions with vulnerable persons in crisis, including 12 multi-tenant building closures*
- *3,150 responses to unsafe and unhealthy housing and property conditions*
- *6,500 food handling establishment inspections*
- *450 food-related complaint responses*
- *12,000 premises and property inspections by Environmental Health Officers*
- *1,300 whirlpool & wading pool inspections*
- *364,000 registered library card holders*
- *Three million annual library visits*
- *395,000 hits on library Web site*
- *203 public access library computers*
- *253,000 bookings for library computers*
- *5.4 million library items circulated*
- *355,100 reference questions at libraries*
- *2,475 library programs*
- *56,000 children and adults attended library programs*
- *355,000 reserves placed on library material*
- *One million items inter-loaned between library branches*

- Fire Paramedic Service (FPS) has purchased three thermal imaging cameras, a state-of-the-art search and rescue device, that allows fire fighters to see through smoke and darkness to find lost or trapped people, and locate hot spots. The department plans to purchase three more thermal imaging cameras in 2002.
- FPS has introduced the Medical Priority Dispatch System (MPDS) to improve the ability of dispatchers to triage calls to meet greatest priority and need. The FPS now meets international standards with enhanced call processing and field service.
- Completion of fully-functional backup dispatch centre for fire and EMS at Station #5.
- Initiated Primary and Advanced Care Paramedic Training programs to increase the skill level and ability of our current paramedical staff.
- Initiated a Fire/Medic Training Program which will result in an improved two-tier service delivery model and enable first responders to provide a higher level of medical intervention.
- FPS has partnered with the Manitoba Emergency Service College to afford joint accreditation of paramedic training programs with the Canadian Medical Association.
- FPS has partnered with the Winnipeg Regional Health Authority (WRHA) to form the Joint Operations Committee (JOC) to find solutions to issues of concern to hospitals and the FPS. Some examples of initiatives to date are improved ambulance destination policies to prevent emergency room overcrowding, and a policy to free up ambulances by transporting intoxicated persons to Main Street Project.
- Initiated a pilot of the Emergency Response Information Kit (E.R.I.K.) to allow EMS personnel immediate access to health information in the field.
- FPS has partnered with Manitoba Health and the Winnipeg Regional Health Authority in a new Provincial ambulance fleet initiative, where the city will lease ambulances from the province as opposed to purchasing them.
- WPS Community Services Division introduced the "Take Action in Schools" program (T.A.I.S.) to create and deliver current and topical crime prevention and safety presentations to Winnipeg Schools; to create a Web-based resource site for the program; to deliver this material to schools in a multimedia format. The program has conducted over 2,000 presentations to date.
- Winnipeg Police Service Training Academy – recruit classes will be put through the Training Division in September and March of each year to enable the Service to place recruits on the front lines when the resource levels are in greatest need.

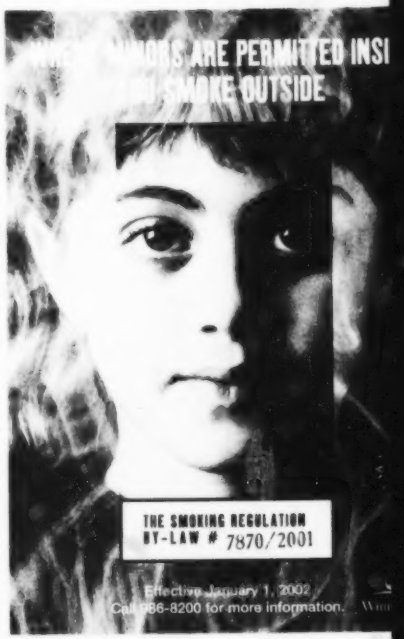
Part Four **Public Safety, Health and Education**

- Division 21 Family Violence Intervention Teams Accomplishments and Innovations:
  - The Family Violence Intervention Team Pilot Project is a collaborative venture between the Community Services Department and Police Services that resulted from the recommendations of the City's Working Group on Domestic Violence. It is a three-year pilot project involving two Family Violence Intervention Teams each consisting of a police detective and social worker who will intervene in high risk domestic violence cases where arrests have not been made. The Pilot Project is focusing on Division 11 and Division 16.
- Continued to enhance a coordinated cross-departmental referral process to identify and respond to citizens at risk.
- Task Force on the Sex Trade/Prostitution: supported a Task Force to address issues related to the sex trade. Following adoption of the recommendations by Council, an administrative response to those recommendations was coordinated.
- Continued to provide positive impact public electrical safety programs for children – including mascot Louie the Lightning Bug and the Hazard Hamlet display.
- Provided extensive legal advice to the Winnipeg Police Service Morals Unit, resulting in 78 charges being laid against escort and dating services.
- Organization Development Division (ODD) was created in February 2001, consisting of Research and Development and the Accreditation Unit. The unit is implementing initiatives arising from the operational review. It is also developing a comprehensive call management system.
- This spring, the WPS anticipates becoming reaccredited by the Commission on Accreditation for Law Enforcement Agencies (C.A.L.E.A), an international agency, who conducted a Mock Assessment in September 2001, reviewing 445 police standards.
- Call Priority Dispatch Initiative: considerable progress was made with the audit of the Communications Centre.
- Working agreements for components of the Public Aid response were signed with the Canadian Red Cross and the Salvation Army.
- Established a working partnership with Manitoba Family Service and Housing Authority and Manitoba Conservation in the development of a coordinated response to multi-tenant relocations resulting from building closures.
- The Vulnerable Persons Committee compiled and distributed a resource guide for service providers working with "at risk" seniors.

- WPS Stolen Auto Unit Initiated the pilot project "Satellite Tracking Eliminates Auto Loss" (S.T.E.A.L.) in September, 2001:
  - To reduce auto theft by causing a would-be thief to suspect any parked vehicle to be a bait vehicle.
  - To apprehend a car thief in a safe and controlled manner.
- Traffic Division:
  - The Winnipeg Police Service is running a six-month "Photo Safety Technology" pilot project to evaluate photo enforcement technology and its value as a deterrent to red light running. One intersection safety camera was installed at Broadway and Sherbrook, with Winnipeggers given an amnesty period in which to change their driving habits. If given the authority by the Province of Manitoba, the WPS will issue offense notices after the amnesty period.
  - The Winnipeg Police Service Traffic Division was presented with the 2001 "National Police Award for Traffic Safety" through the partnership of Transport Canada, the Canada Safety Council and the Canadian Association of Chiefs of Police. This award, now in its 10th year, recognizes outstanding achievements by members of Canada's police community in making our highways safer.
- The Vehicle Inspection Project, which identified vehicles that impose a significant danger, was implemented and resulted in 25% of 346 inspected vehicles removed from the street.
- A special project to target drivers who travel in Diamond Bus Lanes was implemented in June 2001.
- The six-member River Patrol Unit enforces boating regulations on the rivers in the City limits. The Unit issued 98 enforcement violations to boaters for various offenses. Radar enforcement was used on the water to address speeding. The Unit also conducted boat safety checks throughout the boating season.
- Initiated school zone speed-watch program in partnership with Manitoba Public Insurance and Manitoba Association of School Trustees.
- Participated in a Canadian Electrical Association Accident Benchmarking Project, focusing on best practices of the electrical industry with a view to further safety improvement.
- Initiated the requirement to undertake traffic safety audits of all major street and bridge projects.
- "Together Against Graffiti –TAG" program in partnership with Take Pride Winnipeg and BIZ groups.
- Worked with Winnipeg Police Service and the Provincial Court Administration to institute and implement a mail-in system to deal with a large volume of Alarm By-law charges. This project was aimed at increasing the efficiency with which charges under this by-law are prosecuted, as well as responding to requests from members of the public. During the year, Legal Services had handled 1,750 charges under the Alarm By-law on the by-law court docket.

Part Four **Public Safety, Health and Education**

- Developed a new by-law to regulate smoking in indoor public places that will further protect the health of Winnipeg citizens from the harmful effects of second-hand smoke. Implementation date was January 1, 2002.
- Ongoing planning with the Winnipeg Regional Health Authority for the health services component of the Emergency/Disaster Public Aid Response.
- Implemented new computer booking system that allows library users to pre-book time on public access computers from home or at the library.
- Introduced e-reference service to library users via the library web site.
- Expanding Library Outreach Services to targeted communities including seniors, literacy groups, Aboriginal groups, multi-cultural communities, and persons with disabilities.
- Conducted the first Storyteller-in-Residence program at the Centennial Library, resulting in 12 "storytellers" improving their talents as apprentices under this program.
- Obtained Canada-Manitoba Infrastructure grant ($9 million) to support the Millennium Library Project – which is the redevelopment and expansion of the current Centennial Library.
- Expanding and upgrading the Centennial Library as part of the Millennium Library Project.



Part Five | Environment, Image and Amenities

Committing to Environmental Stewardship

Conserving Heritage Assets

Managing Parks, Open Spaces and Waterways

Promoting Vitality and Culture

Creating a Beautiful City

Part Five **Environment, Image and Amenities**

Community Services

Corporate Finance

Public Works

Winnipeg Hydro

Planning, Property and Development

Water and Waste

Services We Provide Include:

Parks and Open Space

Garbage Collection

Landfill Operation

Energy Conservation Education

Residential Recycling

Urban Forests

Street and Boulevard Cleaning

Insect Control

Zoo Exhibition

Conservatory, Public Gardens and City Beautification

Access to and Protection of Natural Area Environment

Aquatics Services

Children and Youth Recreation

Community Centres and Facility Development/Access

Recreation Services

Community Recreation Development

Operating Golf Courses

Weed Control

Providing responsible stewardship of the natural and built environment – enhancing our image and amenities.

Annual Service Workloads at a Glance

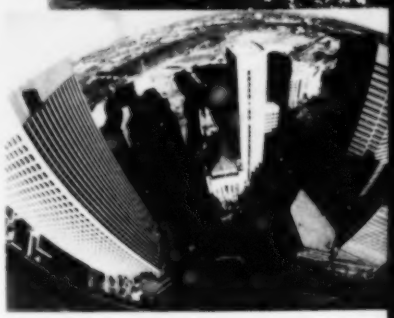
- *Partnered with over 60 neighbourhood groups through the Adopt-a-Park Program*
- *Partnered with 53 community centres on the maintenance of 230 athletic fields*
- *Transferred side boulevard maintenance along collector residential streets to homeowners, saving $150,000 annually*
- *82,000 residential and 12,000 commercial Winnipeg Hydro customers have access to energy conservation advice*
- *Regulation of construction along 240 km of waterway frontage*
- *Geotechnical monitoring of 100 km of City-owned riverbanks*
- *150 Riverbank Authority Waterway Permits ($50 million construction value)*
- *188 community consultations*
- *Nine community forums*
- *11 playgrounds developed*
- *Upgraded 38 playgrounds to meet CSA standards for play structures*
- *22 park plans developed*
- *Three riverbank and pathway development projects*
- *Three athletic field renovation projects*
- *50 parks and open space standards inspections*
- *18% increase in participation in the recycling programs*
- *The amount of residential garbage has leveled off from the recent 4% annual increase*
- *Completed 78 park development projects totaling $2 million in value*
- *2,400 trees planted*
- *4,500 forestry requests processed and 3,200 informational calls received by Public Works Customer Service Centre*
- *1,300 parks service requests processed and 2,200 informational calls received by the Public Works*
- *2,700 weed control services requests processed and 550 informational calls received by the Public Works Customer Service Centre*
- *939 parks maintained*
- *625 playgrounds maintained*
- *358 baseball diamonds*
- *4,180 acres of parkland maintained*
- *201 soccer fields*
- *192 tennis courts*
- *770 km of park pathways and walkways maintained*
- *160,000 boulevard trees*
- *38,935 hectares of mosquito larviciding*
- *237,889 hectares of residential fogging*
- *3,700 'bug line' inquiries*
- *72,028 trees sprayed for the control of Elm Bark Beetles*
- *93,486 trees sprayed for the control of Forest Tent Caterpillars*
- *38,880 bookings through 986-BOOK for athletic fields, parks and facility users*

- *Operation of 19,000 leisure/recreation programs and 11,219 aquatic classes*
- *1,630,033 participant visits to the 13 indoor pools and 11 outdoor pools*
- *Two million estimated annual visits to Assiniboine Park*
- *527,512 (three-year average) annual visits to Assiniboine Park Zoo*
- *400,000 estimated annual visits to Assiniboine Park Conservatory*
- *5,500 annual participants in environmental education programs*
- *1.6 million participant visits in recreation programs and facilities*
- *1,070 community recreation partners*
- *71 Community Centres managed by volunteer boards*
- *$1.3 million of capital funds are distributed to community groups each year*
- *Nine Master School Division Joint Use Agreements and approximately 90 Joint Use Agreements*
- *Approximately 160 Management/Lease agreements*
- *25 community development projects*
- *Children's Free Play Programs, in up to 61 sites, over 15,000 program hours, in excess of 63,000 participant visits*
- *Youth Action Centres: 32 sites, over 20,000 program hours, in excess of 110,000 participant visits*
- *Wading Pool Swim: 95 wading pool sites, over 27,000 program hours, in excess of 284,000 participant visits*
- *Public Skating: 9 sites, over 260 hours, 4,100 participants*
- *Public Swim: 7 sites, over 625 hours, 61,000 participants*
- *Approximately 800 participants attended the Winnipeg Aboriginal Sport Achievement Centre camp*
- *42 participants attended the Manitoba Indigenous Summer Games, winning 100 medals*
- *Mobile Skateboard Park operated throughout the spring, summer and fall at 19 locations with approximately 2,100 participant visits*
- *The 'Building Safer Communities Initiative' has resulted in an enhanced level of recreation programming for children and youth in 40 designated high need neighbourhoods at four aquatic facilities, three recreation centres and in over 20 schools and community locations*
- *Development of an Aquatic Emergency Response program for 400 aquatic staff*

- A comprehensive apartment and condominium recycling program was implemented which is expected to divert an additional 4,500 tonnes of recyclables from the waste stream.
- A pilot program for public space recycling in downtown Winnipeg was initiated.
- Developed a draft Environmentally Responsible Procurement Policy.
- Completed a report providing recommendations re: Environmental Insurance as part of the process of revising the City's insurance program and procedures.
- Initiated installation of recording type meters to assist with energy conservation efforts for Manitoba Hotel Associations, Health Sciences Centre, McPhillips Street Station Casino, and Riverview Health Centre.
- Generation Division's Environmental Management System (EMS) was audited in July 2001 by the Canadian Electricity Association and confirmed its compliance with the CEA's Environmental Commitment and Responsibility Program. Completed development of EMS in the Operations Division, including transmission lines and substations.
- Continued development of Winnipeg Hydro Environmental Management System (EMS) as mandated by the Canadian Electricity Association. Hydro's Safety Office continues to assist all branches of the utility develop its EMS to ISO 14002 standards.
- Continue to test lighting products for Power Quality in support of Power Smart Programs. About 200 tests were completed in 2001.
- Continue to retrofit Winnipeg Hydro buildings with energy conservation items such as: energy efficient fluorescent lamps, temperature setback thermostats, air sealing, insulation upgrading, heat pumps, and various control techniques.
- Green Municipal Enabling Fund Project – Microturbine at the North End Water Pollution Control Centre. The study will take one year to complete.
- Provided legal advice and support relating to grant agreements for research projects for the City under the Federation of Canadian Municipalities Green Municipal Enabling Fund (GMEF).
  - These projects included: the UV Disinfection Project, the Odour Control Power Generation Study, and the Energy Reduction Feasibility Study.
- Significantly increased the use of more environmentally sensitive biological insecticides for mosquito control.
- Coordinated working sessions, in collaboration with CentreVenture, the Provincial Fire Commissioners Office, and the Department of Culture, Heritage and Tourism to review proposals, aimed at developing code equivalencies to rehabilitate heritage buildings for residential use. The sessions were targeted at members of the building design and development community, and fire safety professionals.
- Participated in a City/Provincial working group to complete a physical assessment and re-use study on Barber House, 99 Euclid Avenue, and the Women's Memorial Tribute Building, 200 Woodlawn Avenue.

Part Five **Environment, Image and Amenities**

- Participated on a tri-level government team to develop an Interpretive Centre in the Exchange District.
- Participated in a Federal/Provincial/City team to engage a contractor to establish the uniqueness of the Exchange District as a World Heritage Site for submission to UNESCO.
- Administer heritage initiatives valued at over $32 million, with the potential to leverage over $70 million in private investment.
- Increased no mow zones adjacent to rivers and creeks to expand and enhance natural areas.
- Partnered with river and creek stewardship groups to plant trees, shrubs and other native plants to protect river/creek banks from erosion and to provide habitat for animals.
- At the beginning of the 21st century – the year 2001 – was declared by the United Nations as the 'International Year of Volunteers', and was a celebration of the combined efforts of men, women and youth in recognition of their volunteer commitment to the City of Winnipeg. The focus of the year was directed toward opportunity and involvement of the public as volunteers contributing to the health and well being of society and community life. The Community Services Department, through its Volunteer Services Branch, partnered with community volunteer organizations in an official launch of the 'IYV' year held at the Manitoba Legislature held December 2000.
- City departments assisted in the staging of several major events over the past year. A cross-departmental Special Events Coordinating Committee ensured that all city resources were in place to successfully manage and stage the events in a safe and effective manner.
  - Some of the major events included: Get Together Downtown, Spiritfest, Winnie the Pooh Festival, War Child Benefit Concert, Night of Lights Parade, and May I Help Cleanup campaign.
- The city is involved in the Urban Angling Partnership which was given an award from the Canadian Ministry of Fisheries and Oceans for outstanding contributions to recreational fisheries in Manitoba.
- Assiniboine Park Enterprise co-hosts the largest Canada Day Fireworks show in Western Canada, the Teddy Bear's Picnic, the Kite Festival and the Winnie the Pooh Friendship Day.
- Ongoing delivery of Dutch Elm Disease abatement program to protect mature elms which contribute to Winnipeg's international renown as a leader in environmental stewardship.
- The Joint City/Provincial Dutch Elm Disease Control Strategy is exploring potential new joint strategies to address DED.
- Won the National Communities in Bloom Championship for civic beautification, environmental stewardship and community involvement.



Appendix **Other Initiatives**

Appendix **Other Initiatives**

Downtown and Neighbourhoods

- Ongoing utilization of inter-departmental "DO IT" teams to facilitate and coordinate service in the downtown.
- Established parks and boulevards maintenance partnership with the Downtown BIZ to provide supplementary maintenance in the downtown.
- Partnered with over 60 neighbourhood groups through the Adopt-a-Park Program.
- Enhanced capacity building within the Community Resource Networks as the Community Connections Internet Access project is implemented city-wide.
- Utilizing the Community Resource Area framework, the neighbourhood longitudinal census data for a 25-year period was made available to the community. This longitudinal data is being used by neighbourhoods in their planning processes.
- Continued development of the Community Resource Area Model by assisting neighbourhood networks with community celebrations, park and playground openings, recreation and wellness fairs, street festivals, and community clean-ups.
- Supported the redevelopment of Turtle Island Neighbourhood Centre Board and coordinated alternative funding sources in excess of $400,000 for facility improvements and Manager/Mentor initiatives.
- Supported the creation of a Community Liaison position under the direction of the Spence Neighbourhood Association to enhance the support for meeting community needs at Magnus Eliason Recreation Centre.

Government and the Economy

- Completed framework and secured City Council approval of a new Senior Management Compensation Policy and Plan.
- Numerous employee collective agreements were successfully processed in 2001, including a retroactive payment back to October 2000 that was handled within budget.
- Extended CUPE pattern wage settlements with ATU, UFW and WAPSO such that no significant budget shortfalls resulted.
- Amended the WAPSO salary schedule to ensure market competitiveness.
- Began joint City/CUPE review of classifications.
- Continued consolidation of job classifications in Building Services Division – reduced 13 classifications to three.
- Completed the fourth annual Public Opinion Survey; this year's survey included a shift in sample size, in order to analyze the differences of opinion between inner city and suburban residents.
- The Work Process Efficiency Committee has been automating manual transactions throughout the City and has achieved $1.2 million of yearly savings for the City to date. Some of the projects undertaken by the Committee include:
  - Automating Winnipeg Hydro and Water and Waste billing payments.
  - Reducing the number of petty cash funds in the City and the way the City processes payments back to these funds.

Appendix **Other Initiatives**

Government and the Economy (continued)

- Working on bringing two new systems into production to process car allowance and Visa transactions. The triplog and Visa software (tracking and reporting systems for car allowance and Visa, respectively) will free up resources that were previously responsible for collating and processing the data.

- Implemented a new fleet management system for the Winnipeg Police Services in order to streamline fleet operations.
- Winnipeg Police Service Vehicle Services Unit received accreditation as a Vehicle Inspection Station from the Province of Manitoba.
- Completed renovations to the Public Safety Building.
- Conducted a review to explore the re-alignment and reduction of police district stations.
- Introduced a new Facilities Inspection Program designed to enhance reporting on loss prevention.
- Re-wrote the City's Claims manual with a view to enhancing the existing reporting systems. Focus is towards loss mitigation rather than claims administration.
- Conducted presentations to two outside organizations, the Manitoba Municipal Administrators' Association and Canadian Ukraine Legislative Intergovernment project, on Capital Project Decision Making and Financial Management – City of Winnipeg: A Municipal Perspective.
- Developed a presentation on capital financing as it related to cash flow management at the City, which was delivered to the City's Controllers as well as senior management from several departments.
- Participated as a member of the Committee on Canadian Issues of the Government Finance Officers Association.
- Partnered with the Federal and Provincial Governments in conducting a seminar on doing business with the three levels of government.
- Co-chaired the Federation of Canadian Municipalities' Technical Committee on Commodity Taxation.
- Participated as a member of the Federal Technical Advisory Group which provides on-going expert advice to Revenue Canada on electronic commerce.
- Coordinated City's participation in United Way Loaned Representative Program.
- Coordinated student placement with Masters of Public Administration Co-op Student Program.
- Maintained existing work placements despite the increasing complexity of the emerging long-term Employee Benefits Board (EBB) cases.
- Translated a number of major documents including letters, news releases and reports for the Mayor's C5 Conference: "Time To Prepare" (an emergency preparedness brochure for citizens); storyboards, newsletters and ads for the Provencher Bridge project; MTS Listings (white pages); booklet for the Waste Minimization Program; the 2000 French Language Services Annual Report; 2000 Animal Services Annual Report; "Take Action" (Police crime prevention brochure); the Financial Management Plan; the 2000 Police Annual Report; Citizen Appointments to Boards & Commissions 2002 (booklet); and the Wards Boundaries Commission Interim Report.
- Reduced the average duration and adjusting cost per property or liability claim through the enhancements to internal processes.

Appendix **Other Initiatives**

Government and the Economy (continued)

- Introduced an integrated billing system for permit and license fees for newspaper vending boxes.
- Conducted Customer Service Forums to bring together managers and supervisors from all departments to share ideas on customer service initiatives and training. Forum topics included: Telephone Guidelines, ITX & Call Tracker System, The Common Measurement Tool and Communicating Across Cultures.
- Initiated an RFP for the City's Purchasing Card Program.
- WPS consolidated drug vault activities to handle drugs in a safe and efficient manner.
- WPS prioritized maintenance activities by evaluating existing police buildings.
- Continued to improve long-term financial forecasting methods.
- Implemented new automated debt collection system for Library Services to ensure City assets returned and outstanding debts recovered.
- Developed a new combined Blue Cross Notice of Change form to record changes for the Dental, Vision, Extended Health, and Travel Plans. This processing change will ensure all employee change data is captured at the same time and will flow to all applicable benefit plans simultaneously.
- Implemented an electronic "Tools of the Trade" Employee Skills Inventory.
- Reviewed processes relating to the payment and collection of Hydro bills for customers on social assistance. Customers on direct billing with Employment and Income Assistance are no longer exempt from collection activity for previous bad debts. This process change has resulted in resolving many bad debt situations without service interruptions to the customers.
- Reduced waiting time for Employee Assistance Program clients requesting a first appointment from a previous high of 31 days in 1997 to a 21 day wait in 2001.
- Coordinated a cross-functional project team to develop a "Duty to Accommodate" process designed to assist employees in re-entering the workforce following illness or disability.
- Provided on-going maintenance, support and enhancements to critical city IT systems such as the City's Internet/Intranet sites, Finance, Payroll, Budget, Tax and Call Centres.
- Supported significant map analysis initiatives through the use of the Land Based Information System: Electoral Boundary reassignment, Emergency Preparedness support, Police Services, Census Mapping, Community Services Housing Policy Analysis, Insect Control, Emergency Services, Public Works Street Cut Permit System, and Public Works Litter Bin Asset Management Project. Also provided individual and class training, shared data access to facilitate GIS Analysis, and the coordination of monthly GIS User Group meetings.
- Implemented a gateway to connect the mainframe to the City's backbone network along with a web-to-host server to allow City users access to all mainframe applications, using a web-browser to reduce client and support costs.

Government and the Economy (continued)

- Enhanced corporate server support through the upgrade of the Distributed Backup/Recovery System to the latest technology designed to improve backup tape library capacity, performance, and reliability. The process required a migration of over two terabytes (2,000,000,000,000) of data.
- Implemented a cost-efficient print environment for use by the departments, programmers and operators. The enhancements reduced the effort required to produce the Property Tax Bill and Reassessment print jobs.
- Implemented production enterprise directory services with significant technical, procedural and organizational improvements to the Active Directory Services Infrastructure at the City.
- Implemented improvements to the City's wide area network including:
  - Completion of a fixed wireless technology pilot designed to provide cost-effective high speed connectivity at a cost savings of over $12,000/year.
  - Implementation of multiplayer backbone switches to move the remaining City locations to the new Gigabit fiber network.
  - Completion of a wireless technology pilot designed to identify the appropriateness of wireless technology for daily use through the organization.
- Enhanced the organization's enterprise security through the implementation of the following initiatives:
  - Built the top-level hierarchy and security framework for deployment of the latest generation of Windows 2000 technology, to underpin the entire City workstation/server infrastructure.
  - Developed an Intranet site designed to provide web-based support beyond virus protection, to include Internet resources, glossaries, security FAQ's, security alerts, contact lists, how-to's for departments, request forms, sign off forms, up-to-date user lists and activity reports, and a multitude of "Knowledge-Base" topics.
  - Structured a multi-department team of "Department Security Contacts" to manage enterprise security, such as token distribution, anti-virus, and password/user maintenance.
  - Completed a dial-in system to allow City employees remote access to the backbone network. Staff effectiveness has been enhanced by providing for off-site data access, twenty-four hours a day, seven days a week. The system is secured by a strong authentication system requiring the use of hard tokens.
  - Completed implementation of the security infrastructure ("Virtual Private Networking") to enable Internet-connected business partners to securely access computing resources for purposes of development, support and consulting to the City.

Appendix **Other Initiatives**

Planned Development, Transportation and Infrastructure

- Repaired and refurbished six traffic counting devices for Transportation Systems Planning at minimal cost.
- Winnipeg Hydro has contracted for a GIS type system to which all of the Distribution Divisions paper drawings, records, and existing databases can be converted. The vendor is currently working on the rule base for the system and Winnipeg Hydro will issue an RFP for data conversion shortly. An external vendor has been hired to provide an independent project audit, implementation services, development procedures and quality control routines.
- Engineering is preparing for increasing the capacity of the interconnection with Manitoba Hydro at No. 19 Substation.
- Implemented a computerized laboratory information management system.
- Received accreditation from the Canadian Association of Environmental Analytical Laboratories for 23 analytical parameters.
- Completed a report on water and sewer related asset management programs and potential future asset rehabilitation funding requirements.
- Initiated the first phase of a long-term preventive maintenance program for regular planned sewer cleaning.
- Conducted ongoing building envelope refurbishment to extend the life of existing buildings and reduce costs.
- Conducted ongoing development of a comprehensive Asset Management Program to optimize maintenance investment in municipal infrastructure; specifically the street system, parks and open spaces, and buildings.
- Completed third year of annual survey of internal customer satisfaction with building maintenance and operational services.

Public Safety, Health and Education

- Crime prevention tools purchased for the Winnipeg Police Service to support a community based crime prevention partnership.
- Purchased 35 pagers to support local organizations in the promotion of a community safety reporting network.
- 419 residents from the Spence neighbourhood, and neighbouring communities, accessed the Employability Training Centre with 101 residents finding full time employment.
- 30 adults were provided with literacy training and mentorship support to build confidence and create opportunities for education upgrading and employment.
- 30 single parents were provided with training, education and peer support in effective parenting.
- 53 inner-city children were exposed to theatre and music through a creative summer arts program.
- Trained and hired four local residents to work full time creating Star Blankets for Northern Star Collection Co-operative.

Appendix **Other Initiatives**

Public Safety, Health and Education (continued)

- Trained 30 employees in roof and fall protection.
- Trained 200 employees in asbestos awareness.
- Trained 70 Forestry employees in climbing.
- The School Resource Unit made 900 presentations to 26,000 people.
- The Crime Prevention Unit made 140 presentations to 3,000 people.
- The Community Caravan trailer had 15 setups for Operation Street.
- Purchased a new Workplace Hazardous Materials Information System (WHMIS), in partnership with major user line departments. Employees with Intranet access now have current information about chemicals in their workplace available to them online.
- Coordinated interdepartmental 2002 membership for the Inter-Utility Public Awareness Sub-Committee promoting Call Before You Dig.
- The Central Safety Committee continued in its efforts to achieve further improvement in the area of workplace safety.
- Added new equipment at the Fire and EMS stations to facilitate computer-based learning for staff to upgrade their knowledge and abilities while reducing the workload for training officers.
- WPS implemented three major surveillance systems: Bait car, HEATT project, telephone monitoring.
- FPS completed two-way radio systems console replacement; dispatch console backup site completed.
- Implemented social work outreach initiatives at Magnus Eliason Recreation Centre and Turtle Island aimed at providing information on social programs and connection to community resources.
- Conducted planning and training for preparedness, response, recovery and donation management in the Emergency/Disaster Public Aid Response.
- Conducted ongoing playground safety checks to meet Canadian Safety Association standards with certified playground inspectors.
- Provided ongoing park patrol and security services through the Park Police section of the Parks and Open Space Division.
- Expanded library Homebound Delivery program to 50 new users (paired with 50 new volunteer deliverers).
- Continued the "Writer-in-Residence" program at the Centennial Library with poet George Amabile.
- Continued to enhance, renovate and upgrade library facilities to create modern, accessible facilities for the community.
- The Community Computer Access Project is entering the second phase that will see the remaining low-end terminals replaced with high-end PCs, and the DYNIX catalogue upgraded to a new Windows-based system.

Appendix **Other Initiatives**

Environment, Image and Amenities

- Produced seven Power Smart Articles in monthly Hydro Newsletter distributed to 94,000 customers.
- Acted as a major sponsor of the Manitoba Energy Management Task Force and Manitoba Electrical Leagues' first Seminar and Tradeshow to about 150 energy efficiency business and trades people.
- Winnipeg Hydro is represented on two new committees:
  - Municipal Building Retrofit Program – involved in reducing the City building energy costs.
  - Manitoba Climate Change Task Force – involved in reporting Greenhouse Gas reductions.
- Produced new report on Winnipeg Hydro Environmental Performance for the year 2000 – Pure Power: Respecting Our Environment.
- Updated all residential Power Smart Data Sheets with the latest information and the new City of Winnipeg corporate logo. These sheets are given to customers on request, free of charge.
- Produced a spreadsheet that will list all major internal Power Smart projects, complete with ongoing data on energy and demand, as a tool on the Intranet for Hydro branch use and feedback.
- Conducted a training session on the new solid-state parking lot electrical cycling system in Winnipeg and Pointe du Bois.
- Hydro plans to promote the two hour initial power delay for car plugs (saves up to 25% of energy use) to Canadian Electricity Association and the City of Winnipeg.
- Promoted a Power Smart and environmental message via an announcement at the opening of all Winnipeg Goldeyes home games.
- Investigated the use of the planned new Billing System to provide information to promote energy feedback to customers as part of Power Smart promotions.
- Conducted a year-long review of park and open space weed control policies and procedures through the Weed Control Advisory Committee (comprised of community stakeholders).
- Reviewed and prioritized the Intelligent Transportation Systems (ITS) to reduce congestion and related vehicle emissions.
- Special transit service was provided to the following major events: Heart Research World Congress, Red River Exhibition, Winnie the Pooh Festival, War Child II Benefit Concert, Folk Festival, Get Together Downtown, Blue Bomber Park and Ride Service, and Night of Lights Parade.
- Winnipeg Transit continued its involvement in the following community oriented events: Community Relations Bus, Public Works Week Expo, Commuter Challenge, Santa Bus Program, and Grade 3 – Safe Rider Program.

The City of Winnipeg, 510 Main Street, Winnipeg, Manitoba, Canada R3B 1B9